

Planning CGIAR Site Integration: The process and results by CGIAR entities (Centers and CRPs) of identifying countries for site integration

Version 3: 25/08/2015

Feedback request

As part of the planning for and implementation of site integration in the next phase of CGIAR Research Programs (described below), we are seeking feedback on the results of a process undertaken by the CGIAR Centers and Research Programs (CRPs) to identify countries in which this will take place. A summary below outlines the proposed countries by the CRP entities; the main document outlines some background, the process and a table of the results.

What: We would very much welcome getting feedback on the

1. **proposed name change to CGIAR Country Collaboration**
2. **proposed list of countries for site integration, and**
3. **any other suggestions you may have for this initiative**

How: Please share your feedback with us via email to partnerships@cgiar.org or on an e-consultation page at <http://gcard3.cgiar.org/online-consultation-proposed-site-integration-countries/>

When: Please provide your feedback **by September 10th 2015**

Summary

The title of the 'Site Integration' was also revisited during this process as it was felt by some that it created confusion and didn't clearly demonstrate the purpose of increasing CRP and Center collaboration and collective engagement and coordination with national and local stakeholders. The CGIAR entities have suggested a change to **CGIAR Country Collaboration**. (Note- site integration is still used in this document until a final decision has been made).

Proposed list of countries for Site Integration+: Efforts for improved coordination, collaboration and site integration that will be carried out in a larger set countries.

Bangladesh	Ghana	Mozambique	Rwanda
Burkina Faso	India	Nepal	Tanzania
Cameroon	Kenya	Nicaragua	Uganda
DRC	Malawi	Niger	Vietnam
Ethiopia	Mali	Nigeria	Zambia

Proposed list of countries for Site Integration++: In smaller set of countries an added effort will be piloted to showcase what the Consortium, CRPs and Centers can achieve as a collective action.

Bangladesh	Ethiopia	Nicaragua	Nigeria	Tanzania	Vietnam
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Background

Previously research sites have been picked independently by CGIAR Centers for CGIAR Research Program (CRP) work in countries that may miss opportunities to generate synergies and more benefit as a system; and it has been suggested that an overall review and rationalization (possibly reduction) of the number, location, and scale of the field sites in a country from a national and CGIAR system perspective is highly desirable. The CGIAR system would have more impact and be more efficient if it worked, planned, coordinated and collaborated more like a system, rather than 15 separate, independent organizations.

The Consortium of CGIAR centres is proposing a second phase of CGIAR Research Programs (CRPs) that designs the CRPs as a portfolio of integrated research agendas to more effectively contribute to the objectives and targets set by its Strategic Results Framework (SRF). A key dimension of this increased integration across the CRPs will focus on improving coordination and collaboration within selected geographies, what is being termed 'site integration' and that will largely take place at country level and, as appropriate, within specific field research sites.

According to the Strategy and Results Framework (SRF):

*"We will develop **Site Integration Plans** to bring together the work of CGIAR Centers and programs in key countries, where CGIAR innovations are expected to reach millions of people."*

*"To devise plans for assessing impact, the CRPs will consult with representatives of partners and beneficiary groups in key countries where they aim to deliver outcomes at scale, including governments, NGOs, farmer organizations, processors and others along the value chain, and, ultimately, consumers. The CRPs will also coordinate with each other to ensure that, in key geographies, their activities are aligned for maximum impact. The CRPs' collective, coordinated commitments in these geographies will be summarized in **site integration plans** to enable transparent interaction with local stakeholders. The consultation process will be pursued through the GCARD."*

Site integration will therefore take place in a number of focus countries in which CRPs and other CGIAR entities intend to work together on the preparation of site integration plans, including carrying out necessary consultations with national partners and stakeholders as a vital step in this process. Focus countries are those in which there is the expectation to achieve research outcomes at scale. For each country there will be detailed CRP Site Integration Plans to show how CRPs (and Centers) will work together in those countries and in alignment with national priorities and activities.

The Process

At the meeting of CGIAR Science Leaders held in Montpellier June 1-5th 2015 discussions were held on how to initiate planning for 'site integration'.

It was discussed that there could be two levels/types of site integration:

- Site Integration+: Efforts for improved coordination, collaboration and site integration that will be carried out in a larger set countries

- Site Integration++: In a smaller set of countries an added effort will be piloted to showcase what the Consortium, CRPs and Centers can achieve as a collective action.

As part of this discussion, a set of next steps was identified and started in order to move the planning forward:

1. Conduct a series of surveys with Centers and CRPs to collect information towards making a selection of countries for site integration (both + and ++ countries). Three surveys were carried out to filter countries using three sets of criteria felt important by CGIAR entities to be considered in making a selection, including
 - a. Criteria 1: CGIAR investment, staff presence and infrastructure to determine 'significant CGIAR presence' in countries
 - b. Criteria 2: impact potential, government/partner interest, donor focus and existing coordination combined to determine possible demand by countries
 - c. Criteria 3: 'CGIAR Centers and CRPIs feeling strongly that site integration should be done in particular countries (especially anticipating future focus)'

The table below highlights the process and results. The table also contains supporting information of which CRPIs and Centers are planning significant investment (>\$1 million) in each, those entities with staff based in each country and those entities with major infrastructure in each country. See notes in the box below explaining each of the columns.

The presence of centre infrastructure and centre non-CRP activity should also be an important factor, so information about their locations was specifically requested from the centres (not the CRPIs).

To avoid double-counting, respondents were asked to follow instructions such as:

- CRPI: If you are answering on behalf of a CRPI, answer based on what you anticipate will be the aggregate annual level of investment of the CRPI—W1/2/3 and bilateral combined—to implement the CRPI activities within the country as the next phase begins. Budgets have yet to be developed, so please provide your best 'guesstimate' informed in part by current activity there. Only check (c) if you will have staff supported by your CRPI W1/2/3/bilateral funding.

- Center: If you are answering on behalf of a centre, answer based on what you anticipate to be your annual level of investment for non-CRP activities in the country over the coming few years – do not include any W1/2/3 or bilateral project activities aligned to a CRP. Similarly for staff – consider only non-CRP-supported staff.

2. Based on the results of the surveys shared amongst CGIAR entities:
 - a. Agree on a proposed list of countries for Site Integration+;
 - b. Agree on a proposed set of candidate countries for Site Integration++
 - c. Agree on proposed lead(s) for site integration work in each country

Note: While a certain set of countries (20) have been identified collectively by the CGIAR Centers and CRPs for Site Integration, additional countries may have site integration activities take place if there is interest and commitment from CGIAR entities and National partners in those particular countries.

3. Document the process and results- see table below for results. CRPs have also documented this in their pre-proposals submitted in mid-August, which will be reviewed by the Independent Science and Partnership Committee (ISPC).
4. Share the documented process and results, which indicate the proposed countries for site integration by CGIAR entities with a wide range of other stakeholders to gather their feedback and suggestions (see this document and feedback process).
5. Develop a set of next steps for continued planning and implementation of site integration, including organising National Consultations-as part of GCARD3- in each of the countries (note-for the 6 site integration++ countries these will need to take place in 2015) and developing a full site integration plan for each country as part of the full proposals which will be requested from CRPs to be submitted in 2016.
6. Task lead entities and an appropriate mechanism in each country to carry out site integration work following the relevant next steps.

Countries	Center(s)/CRP(s) nominated to take the lead (from list of volunteering entities)	CRP(s) with significant investment >\$1 million (from Step 1)	Centers with significant non-CRP related investment (from Step 1)	Entities with staff based in-country	Entities with major infrastructure
Bangladesh	IRRI/GRISP, WorldFish/Fish	RTB, GLADAS, GRISP, WLE, CCAFS, A4NH, PIM, Fish	WorldFish, IFPRI, CIMMYT, CIP	RTB, A4NH, PIM, WorldFish, Fish, GRISP, WLE, IFPRI, ICRAF, CIMMYT, CIP	IRRI, WorldFish
Burkina Faso	IITA, GLADAS (Note FTA has already started some site integration work here with CCAFS and WLE)	GLADAS, A4NH, WLE, FTA, CCAFS	ICRAF, CIFOR	GLADAS, Livestock, IWMI, ICRAF, CIFOR, FTA	---
Cameroon	CIFOR/ICRAF/FTA	FTA	IITA, ICRAF, CIFOR	Bioversity, ICRAF, CIFOR, FTA	IITA, ICRAF, FTA
DRC	IITA	RTB, A4NH	IITA	RTB, A4NH, Bioversity, ICRAF, CIFOR, FTA	IITA
Ethiopia	ILRI	MAIZE, RTB, GLADAS, A4NH, PIM, Livestock, FTA, WLE, CCAFS	ILRI, Bioversity, IFPRI, ICRAF, CIMMYT, CIP	MAIZE, RTB, GLADAS, ILRI, A4NH, PIM, Livestock, Bioversity, WLE, IWMI, IFPRI, ICRAF, FTA, CIMMYT, ICARDA, CIP	ICRISAT, GLADAS, ILRI, IFPRI, ICRAF
Ghana	IITA, IWMI/WLE	A4NH, CCAFS, RTB, PIM, WLE	CIP	RTB, PIM, Fish, WLE, IWMI, CIP	IITA, IWMI
India [Focus State(s) to be determined]	ICRISAT	GRISP, FTA, MAIZE, RTB, GLADAS, A4NH, PIM, WLE, CCAFS	Bioversity, ICRAF, ICRISAT, IFPRI, CIMMYT, CIP	MAIZE, RTB, ICRISAT, GLADAS, A4NH, Livestock, Bioversity, GRISP, WLE, IWMI, IFPRI, ICRAF, FTA, CIMMYT, CCAFS, CIP	ICRISAT, GLADAS, IRRI, IFPRI, ICRAF, CIMMYT, CIP
Kenya	ICRAF	WLE, MAIZE, RTB, GLADAS, A4NH, PIM, Livestock, FTA, CCAFS	ILRI, ICRAF, CIFOR, CIMMYT, CIP	MAIZE, RTB, GLADAS, ILRI, A4NH, Livestock, Bioversity, CIAT, ICRAF, CIFOR, FTA, CIMMYT,	ICRISAT, GLADAS, ILRI, CIAT, ICRAF, FTA, CIMMYT, CIP

				CCAFS, CIP	
Malawi	ICRISAT, CIP	MAIZE, GLADAS, A4NH, PIM, FTA, RTB	ICRAF, CIMMYT, CIP	MAIZE, RTB, GLADAS, A4NH, PIM, CIAT, WorldFish, Fish, ICRAF, FTA, CIP	ICRISAT, IITA, CIAT, ICRAF, CIP
Mali	ICRISAT/GLADAS	A4NH, GRISP, FTA, GLADAS, CCAFS	ICRAF	GLADAS, ICRAF, FTA, CCAFS	ICRISAT, GLADAS, ICRAF
Mozambique	IITA, CIP	MAIZE, GLADAS, A4NH, PIM, RTB	CIMMYT, CIP	MAIZE, RTB, GLADAS, CIP	IITA, CIP
Nepal	IWMI, Bioversity, CIMMYT	RTB, WLE, CCAFS	Bioversity, IFPRI, CIMMYT	Bioversity, IWMI, CIMMYT	IRRI, IWMI
Nicaragua	CIAT	RTB, PIM, Livestock, GRISP, CCAFS	Bioversity	Livestock, Bioversity, CIAT	CIAT
Niger	ICRISAT	GLADAS, FTA, CCAFS	---	GLADAS	ICRISAT
Nigeria	IITA	WLE, CCAFS, MAIZE, GLADAS, A4NH, PIM	AfricaRice, IITA, IFPRI, CIP	MAIZE, GLADAS, A4NH, IITA, PIM, Fish, IFPRI, CIP	ICRISAT, GLADAS, IITA
Rwanda	CIAT, CIP, IITA	GLADAS, PIM, RTB, A4NH	---	RTB, GLADAS, A4NH, CIAT, CIMMYT	CIAT
Tanzania	IITA, MAIZE/CIMMYT, CIAT	MAIZE, GLADAS, A4NH, PIM, Livestock, GRISP, WLE, FTA, CCAFS, RTB	CIMMYT, CIP	MAIZE, RTB, GLADAS, A4NH, Livestock, CIAT, Fish, GRISP, ICRAF, FTA, CIMMYT, CIP	IRRI, IITA, CIAT, ICRAF
Uganda	CIAT, CIP/RTB, Bioversity	GLADAS, PIM, Livestock, FTA, CCAFS, RTB, A4NH	Bioversity, CIMMYT, CIP	RTB, GLADAS, A4NH, PIM, Livestock, Bioversity, CIAT, ICRAF, CIP	GLADAS, IITA, Bioversity, CIAT, ICRAF, CIP
Vietnam	ICRAF, CCAFS/CIAT, RTB/CIP	A4NH, Livestock, GRISP	CIAT, ICRAF, CIFOR	RTB, A4NH, Livestock, CIAT, ICRAF, CIFOR, FTA, CCAFS	CIAT, ICRAF
Zambia	IITA, WorldFish, MAIZE/CIMMYT	A4NH, Fish, FTA,	CIMMYT, CIFOR	MAIZE, RTB, A4NH, Bioversity, WorldFish, Fish, CIFOR, FTA, CIMMYT	IITA, WorldFish

